DID YOU KNOW?

Sport Resolutions has...

- ...resolved more than 1700 disputes across 40 sports in the past 10 years
- ...saved sports more than £15,000,000 in legal and administration costs
- ...resolved 40 athlete selection disputes before Olympic, Paralympic and Commonwealth Games
- ...received more than 180 international referrals in the past 4 years from federations including World Athletics, the ITF and the UCI
- ...dealt with more than 280 anti-doping disputes in the UK in recent years
- ...More than 280 sport specific arbitrators and mediators, covering both the UK and international regions
- ...been recognised in the Review of Australia’s Sport Integrity Arrangements as “one of the most successful and well-regarded sports arbitration agencies globally”
- ...advised Japanese government in relation to the provision of dispute resolution services for the Rugby World Cup 2019 and Tokyo 2020
- ...operated the ad hoc panel of the World Athletics Disciplinary Tribunal for the 2019 World Athletics Championships in Doha
- ...assisted the ITF by operating and administering an ad hoc Independent Tribunal during the 2019 Davis Cup Finals in Madrid
- ...entered into an agreement with the International Testing Agency to operate an independent tribunal which provides International Federations and RADOs with both institutional and operational independence at first instance in line with the new WADA International Standard for Results Management
- ...delivered educational seminars/presented to over 4500 attendees covering topical matters in sport

CONTENTS

| Chair’s Report                          | 5-6            |
| CEO’s Review of the Year               | 7-8            |
| Case Management Report                | 9-10           |
| Concluded Cases                       | 11-18          |
| Global Reach                          | 19-20          |
| International Clients                 | 21             |
| Events                                | 22             |
| Key Numbers                           | 23             |
| Equality Monitoring Profile           | 24             |
| Board of Directors                    | 25             |
| Secretariat                           | 26             |
CHAIR’S REPORT

By March 2021, SR was completing its three-year task of reviewing and refreshing its various panels. The size and diversity of our panel makes it almost unrecognisable from that in place when I became Chair in 2016. It now has over 280 members covering every continent and providing coverage in 19 languages.

This breadth and diversity is particularly important given the growth in our international work, with the linked requirement that we are able to provide diverse panels with broad language and cultural coverage.

The members of the SR pro bono panel must also be acknowledged and thanked. The original panel was developed to assist LOCOG with the operation of the London 2012 Games, but it has continued and grown since that time. Whilst perhaps an obvious comment to make but hugely important to remember; any individual who is a party to a matter administered by SR is entitled to request assistance from the panel at no cost to that person.

This helps with the smooth running of each process and ensures fairness, a level playing field and equality of arms. The significant cost saving should also not be overlooked. Since its inception in 2012, the pro bono panel has, at a conservative estimate, saved the sector many millions of pounds in legal and professional fees. SR, and sport in general, remains grateful to the members of the pro bono panel and I am honoured to again recognise their significant contribution to sport in the UK and beyond.

It is of course also important to note that SR continues to provide valuable services within the UK. We have run the National Anti-Doping Panel since 2007 and we were again successful in securing a new contract with DCMS to continue that service up to 2024. The NADP is widely noted as being the best of its kind in the world, testament to the skills of Charles Flint QC (its President) and the wider panel membership.

I would also express my gratitude to the Board members who have worked with me during my tenure as Chair and have always been patient with me – even when we have not all always agreed on everything! Their loyal support, real wisdom and invaluable guidance has ensured that we have stayed on the right path and made the right decisions at all the right times. Good governance is rightly being acknowledged as being as important as outstanding sporting performance, and I am fortified to know that the SR Board is well placed to navigate the challenges ahead.

I publicly named and thanked each and every member of our magnificent staff team at this year’s Annual Conference – the success of which was also due to them. While it is inevitably invidious to single out individuals for special praise and thanks, I cannot stand down without acknowledging the debt that I, and SR, owe to our CEO, Richard Harry. He has been a tower of strength and a tour de force. He has guided me through some very choppy waters and done so with immense kindness and patience as well as wisdom. It is no exaggeration at all to say that SR would not be where it is today, and could not have achieved even a small percentage of what it has, without the loyal commitment of this remarkable man.

It is with sadness but with some real satisfaction that I contribute to the Annual Report for the last time as the Chair of Sport Resolutions (SR). I am passing the baton to my successor, but I can take this opportunity to reflect on the changes and progress that I have seen over the last five years and to pay tribute to those who have done the real work that has been needed to achieve that.

I have a clear recollection of a discussion at one of my first Board meetings at which there was a frank discussion about the wisdom of SR venturing into international waters. It is fair to say that not all were convinced at the time, but the decision was taken gently to explore the expansion of our horizon beyond our domestic shores.

In our first year of accepting international referrals, we assisted with 8 cases. In the four years since, that number has increased to 159!

This exponential growth in our international work is impressive enough, but in the same period of the past four years, SR received over 1200 enquiries and handled just under 600 cases. I remain profoundly impressed and grateful for the fact that this volume of cases can be administered so professionally by our small case team of just seven individuals – but even this achievement no longer surprises me. It is what the members of the Board, the CEO and I have learnt to expect of them and they of themselves and of each other.

A further example of our growing international presence is the fact that in the latest version of its Code, WADA made specific reference to SR in the NADO rules as being a competent and Code-compliant body to which NADOs could refer their anti-doping cases. To my knowledge, this is the first time that any private organisation has ever been referenced in the Code and is testament to our growing reputation.

As ever, SR is indebted to every panel member who make themselves available for appointment. It comes as no surprise to anyone that some other organisations look at our panels with envy and attempt to dissuade people from joining them because doing so might make them potentially non-eligible to join other less impressing ones!
CEO’S REVIEW OF THE YEAR

Richard Harry
Chief Executive Officer

In March 2020 the world was coming to terms with the prospect of life with a new virus called COVID. Whilst none of us could have known the global devastation that would ultimately be caused, we all needed to take steps to protect those who may be at risk.

Accordingly, Sport Resolutions (SR) staff were sent home and all in-person meetings and hearings were cancelled, to be replaced with a virtual offering. Our involvement in international matters over several years led us to become very early adopters of virtual hearings, so the transition from in-person to remote during the pandemic was seamless.

Given the enormity of COVID and its significant effects, it is right to recognise and record it in our Annual Report. It is also right to pay tribute to the skills and professionalism of the SR staff who, under unique and challenging circumstances, continued to maintain the highest of standards in matters that are often of the highest complexity, importance and sensitivity.

In terms of the work undertaken by SR, there has been a noticeable increase in the need for safeguarding support to the sport sector. By way of example, SR administered the FA Review undertaken by Clive Sheldon QC, a thorough and difficult process that ran from December 2016 to its conclusion in March 2021. The importance of this work, and the challenging and distressing nature of the subject, cannot be underestimated. The bravery and courage of those who spoke out must be applauded and recognised, but the stoicism and dedication of Mr Sheldon’s team and my colleagues at SR should also be noted. It is telling that Mr Sheldon saw fit to recognise the support he received from SR, and from Kylie Brackenridge in particular, in his final report.

SR is also providing support in relation to the on-going safeguarding review of British Gymnastics. Again, this is a complex and sensitive matter involving a significant number of people in and around the sport.

Remaining with safeguarding, SR has been working closely with Sport England to deliver a unique service to support NGBs with the management of their safeguarding cases. During the Pilot phase, 9 NGBs were provided with support from SR and our panel members. This assistance covered the initial advice and guidance required at the point of referral up to and including the provision of hearing panels at the end of the process. It also allowed NGBs to request assistance with an independent investigation to look in to any allegations that had been made.

I am extremely proud of this ground-breaking development. To my knowledge, this support is the first of its kind and is desperately needed by those tasked with protecting those in their sport. Due credit and recognition needs to be paid to Sport England for their support and encouragement throughout. That support has continued and will enable SR to develop plans to expand the service to more NGBs who may need support. Again, the importance of this development cannot be over-stated – it is no exaggeration to say that it has the potential to revolutionise how NGBs manage safeguarding concerns and disclosures.

To support the NGBs further, SR has drafted a helpful Guide to assist those with safeguarding responsibilities within NGBs with how to investigate concerns.

The climate within sport has definitely changed. Those who work within sport, and increasingly athletes, are now far more prepared to raise concerns that they may have. The sector needs to think carefully about how it develops a system or process that facilitates the raising of concerns and we should encourage this direction of travel. I would suggest that for such a process to work it must have credibility and be trusted. That is best delivered if that process is demonstrably independent and expert. Whether fair or not, many complaints are not made if the person who wants to raise a concern perceives that their complaint is being made to the body/person about which the complaint relates. SR is well placed to remove that barrier by being demonstrably independent of any interested party, particularly at a time when there is so much talk of a need for an Ombudsman for sport and even a regulator for football.

To conclude, I thank each member of the SR staff and our panel members for their dedication, professionalism and flexibility during the most challenging time in our history. Despite all the difficulties, slings and arrows, they have stuck to their task without complaint and we should be grateful.

I must also pay tribute to our out-going Chair, Edwin Glasgow CBE QC. Put simply, it has been an honour and privilege to have worked so closely with him over the past five years. I shall miss his wisdom, counsel and humour and wish to record my gratitude for his unfailing support, given willingly at any hour of the day. Our success would not have been possible without him.
In the sport sector, the year 2020–2021 was marked by the continuation of the pandemic and its impact on best laid plans. When it was announced that the Olympics and Paralympics would not go ahead as planned in 2020, athletes and federations had to change paths for a longer road to Tokyo than anticipated. Policies had to be under continuous review in light of the evolving situation, and training regimens adapted to peak a year later. Other major sporting events were postponed or cancelled, leading to many disputes over the impact of cancellations on standings, contingency plans and their implementation, among others. The determination and agility of both athletes and federations to adapt to the new obstacles being thrown their way cannot be understated.

At national level, we have recently resumed the holding of in person hearings, where requested by parties and made possible by favourable public health advice. Safety measures have been implemented. Due to the various travel restrictions remaining in place, our international matters continue to be heard remotely for the time being.

Due to the public health measures, lack of competition and opportunity for testing, there was a noteworthy decrease in the number of anti-doping matters brought against athletes, particularly analytical ADRVs. On the international side, in a departure from previous years where analytical matters prevailed, whereabouts failures and violations were the charges most frequently brought against athletes.

In January, we were delighted to enter into an agreement with the International Testing Agency (ITA) to operate the International Hearing Panel (IHP), available to adjudicate on first instance anti-doping matters for international federations. The IHP is constituted of members of Sport Resolutions’ (SR’s) International Panel of Arbitrators with significant experience determining anti-doping rule violations. The Procedural Rules were drafted with procedural fairness, simplicity, and flexibility in mind, such that they can be adopted by any federation wishing to convey jurisdiction on the IHP. As with other proceedings administered by SR, athletes and individuals involved in proceedings before the IHP can avail themselves of SR’s Pro Bono Legal Advice & Representation Service. Parties can have confidence that operational and institutional independence is at the heart of what we do.

Shortly thereafter, 13 of WADA’s Regional Anti-Doping Organisations (RADOs) opted to use the services of the IHP to refer national level matters in regions where the RADO oversees results management. This includes the Central America RADO, Caribbean RADO, South America RADO, Africa Zone I RADO, Africa Zone II & III RADO, Africa Zone V RADO, Africa Zone VI RADO, West Asia RADO, Central Asia RADO, South Asia RADO, Southeast Asia RADO, Indian Ocean RADO and the Oceania RADO.

The IHP service is in addition to bespoke independent tribunal and secretariat services we already deliver to a number of international sport federations, in the anti-doping sector and beyond.

In the anti-doping sector more generally, a few cases have already been determined pursuant to provisions under the 2021 World Anti-Doping Code (WADC). Where available to them, athletes serving periods of ineligibility for Specified Substances which would warrant lesser sanctions under the 2021 Code have relied on the doctrine of lex mitior to seek to have their periods of ineligibility reduced. It will be interesting to see the application of the 2021 WADC more broadly, as some of the world reopens and analytical testing resumes.

Over the last year, we have also been called upon to assist with wider integrity and governance matters. We entered into an agreement with the International Weightlifting Federation (IWF) to appoint an independent panel to make eligibility assessments of candidates for election to its Board and committees. We were appointed Secretariat to the IWF’s Ethics and Disciplinary Commission (EDC), and will be operating an Independent Investigatory Chamber composed of SR arbitrators who will carry out investigations at the request of the EDC. At a pivotal moment for the sport, the necessity of independence is paramount.

After a stringent panel application and review process last Autumn, we benefit from refreshed panels, whose decision-making, breadth and expertise is second to none. We look forward to continuing to deliver world class ADR services to the sport community both in the UK and abroad.
## SAMPLE OF CONCLUDED INTERNATIONAL CASES 2020-21

### World Athletics v Christian Coleman
- **Athlete Nationality:** United States
- **Date of Decision:** 22.10.2020
- **Tribunal:** Charles Hollander QC, Dr Tanja Haug, Hannu Kalkas
- **Charge:** Whereabouts Failures
- **Outcome:** 2 years Ineligibility

### International Federation Investigation
- **Scope:** Investigation into working environment at high performance centre
- **Date of Report:** 22.07.2020
- **Panel Member(s):** Janie Soulière, Richard Desjardins

### World Athletics v Salwa Eid Naser
- **Athlete Nationality:** Bahrain
- **Date of Decision:** 14.10.2020
- **Tribunal:** Charles Hollander QC, Janie Souliere, Julien Berenger
- **Charge:** Whereabouts Failures
- **Outcome:** No ADRV, No Ineligibility

### ITF v Arklon Huertas Del Pino
- **Athlete Nationality:** Peru
- **Date of Decision:** 15.05.2020
- **Tribunal:** Cliff Hendel, Peter Sever, Jan Kleiner
- **Charge:** Presence- Cannabis
- **Outcome:** 2 years Ineligibility

### World Athletics v Artur Karamyan & Dmitry Shlyakhtin
- **Athlete Nationality:** Russia
- **Date of Decision:** 08.02.2021
- **Tribunal:** Charles Hollander QC, Anna Smirnova, Steve Bainbridge
- **Charge:** 4 charges: Tampering, Complicity, Refusal or Failure to report ADRV, Refusal or failure to cooperate w investigation
- **Outcome:** 4 years Ineligibility
### SAMPLE OF CONCLUDED INTERNATIONAL CASES CONTINUED

#### World Athletics v Marina Arzamasova
- **Athlete Nationality:** Belarus  
- **Date of Decision:** 27.11.2020  
- **Tribunal:** Despina Mavromati, Janie Soubriere, Paul Ciucur  
- **Charge:** Presence- LGD-40332  
- **Outcome:** 4 years Ineligibility

#### World Athletics v Al Mahjoub Dazza
- **Athlete Nationality:** Morocco  
- **Date of Decision:** 24.07.2020  
- **Tribunal:** Patrick Grandjean, Julien Berenger, Despina Mavromati  
- **Charge:** Athlete Biological Passport Irregularities  
- **Outcome:** 4 years Ineligibility

#### ITF v Ashley Kratzer
- **Athlete Nationality:** United States  
- **Date of Decision:** 28.10.2020  
- **Tribunal:** Carol Roberts, Prof Isla Mackenzie, Brian Lunn  
- **Charge:** Presence- GHRP-6  
- **Outcome:** 4 years Ineligibility

#### World Athletics v Mercy Jerotich Kibarus
- **Athlete Nationality:** Kenya  
- **Date of Decision:** 14.07.2020  
- **Tribunal:** Dennis Koolaard (Sole)  
- **Charge:** Presence: Norandrosterone  
- **Outcome:** 8 years Ineligibility- Second ADRV

#### World Athletics v Kenneth Kiprop Kipkemoi
- **Athlete Nationality:** Kenya  
- **Date of Decision:** 17.07.2020  
- **Tribunal:** Lucas Ferrer (Sole)  
- **Charge:** Presence- Terbutaline  
- **Outcome:** 2 years Ineligibility

#### ITF v Adeline Bervoux
- **Athlete Nationality:** France  
- **Date of Decision:** 15.01.2021  
- **Tribunal:** Robert Englehart QC, Prof Peter Sever, Despina Mavromati  
- **Charge:** Presence: Acetazolamide  
- **Outcome:** 2 years Ineligibility
## SAMPLE OF CONCLUDED NATIONAL CASES 2020-21

### EFL v Macclesfield Town (3) (Appeal)
- **Sport:** Football
- **Date of Decision:** 18.08.2020
- **Tribunal:** HHJ Phillip Sycamore, Christopher Quinlan QC, William Norris QC
- **Charge:** Sporting Sanction
- **Outcome:** Appeal Allowed - Sporting Sanction Imposed Immediately

### UKAD v Adam Carr (Appeal)
- **Sport:** Rugby League
- **Date of Decision:** 03.12.2020
- **Tribunal:** Charles Hollander QC, Blondel Thompson, Dr Tim Rogers
- **Charge:** Presence - clenbuterol
- **Outcome:** Appeal dismissed - 4 years Ineligibility

### UKAD v Kurt Brown
- **Sport:** Rugby Union
- **Date of Decision:** 28.09.2020
- **Tribunal:** William Norris QC, Colin Murdock, Prof Isla Mackenzie
- **Charge:** Presence - Nandrolone
- **Outcome:** 4 years Ineligibility

### Nottingham Forest v EFL
- **Sport:** Football
- **Date of Decision:** 28.10.2020
- **Tribunal:** William Norris QC (Sole)
- **Charge:** Player registered after transfer window closed
- **Outcome:** Application Dismissed

### Athlete v Scottish Athletics
- **Sport:** Athletics
- **Date of Decision:** 28.08.2020
- **Tribunal:** Kevin Carpenter, Rob Lucas, Leanne O’Leary
- **Charge:** 1 year disciplinary ban
- **Outcome:** Appeal Dismissed

### Athlete v British Skeleton (Selection Appeal)
- **Sport:** Skeleton
- **Date of Decision:** 15.05.2020
- **Tribunal:** Andrew Smith (Sole)
- **Charge:** Selection Appeal
- **Outcome:** Appeal Successful
### SAMPLE OF CONCLUDED NATIONAL CASES CONTINUED

<table>
<thead>
<tr>
<th>Case</th>
<th>Sport</th>
<th>Date of Decision</th>
<th>Tribunal</th>
<th>Charge</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sheffield Wednesday v EFL (Appeal)</td>
<td>Football</td>
<td>04.11.2020</td>
<td>Lord Dyson, Sir Wyn Williams, Christopher Quinlan QC</td>
<td>Breach of Profitability and Sustainability Rules</td>
<td>Appeal partially upheld, points deduction reduced from 12 to 6 points</td>
</tr>
<tr>
<td>UKAD v Adam Machaj</td>
<td>Boxing</td>
<td>04.09.2020</td>
<td>Robert Englehart QC, Dr Terry Crystal, Lorraine Johnson</td>
<td>Presence: Clomifene</td>
<td>4 years Ineligibility</td>
</tr>
<tr>
<td>UKAD v Mike Burgess (Appeal)</td>
<td>Rugby Union</td>
<td>29.04.2020</td>
<td>Christopher Quinlan QC, Dr Terry Crystal, Dr Kitrina Douglas</td>
<td>Appealing 2 year sanction</td>
<td>Appeal dismissed</td>
</tr>
<tr>
<td>UKAD v Athlete</td>
<td>Rugby Union</td>
<td>10.08.2020</td>
<td>Robert Englehart QC, Prof Kitrina Douglas, Mike Irani</td>
<td>Evasion</td>
<td>No ADRV, no period of Ineligibility</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Case</th>
<th>Date of Decision</th>
<th>Tribunal</th>
<th>Charge</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual v NGB</td>
<td>16.10.2020</td>
<td>Tim Owen QC, Steve Boocock, Sara Lewis QC</td>
<td>Breaches of Safeguarding Policy</td>
<td>Appeal Allowed</td>
</tr>
<tr>
<td>NGB v Individual</td>
<td>29.09.2020</td>
<td>Tim Owen QC, Laura Potter, Deborah Nicholson</td>
<td>Breach of NGB’s Rules and Regulations</td>
<td>3-year suspension</td>
</tr>
</tbody>
</table>
GLOBAL REACH

In the past year we have resolved a large number of cases involving parties based around the world.
INTERNATIONAL CLIENTS

- World Athletics
- International Tennis Federation
- Rugby League International Federation
- International Cricket Council
- World Sailing
- World Professional Billiards and Snooker Association
- Union Cycliste Internationale
- Rugby League European Federation
- World Archery
- International Weightlifting Federation
- International Testing Agency
- World Karate Federation
- World Underwater Federation
- WADA Regional Anti-Doping Organizations:
  - Central America RADO
  - Caribbean RADO
  - South America RADO
  - Africa Zone I RADO
  - Africa Zone II & III RADO
  - Africa Zone V RADO
  - Africa Zone VI RADO
  - West Asia RADO
  - Central Asia RADO
  - South Asia RADO
  - Southeast Asia RADO
  - Indian Ocean RADO
  - Oceania RADO

EVENTS

Sport Resolutions delivers an industry leading programme of sport dispute resolution training, seminars and educational resources.

Throughout the past year Sport Resolutions has organised or contributed to events for more than 1080 delegates. These events focused on the big issues that create conflict and disputes in sport.

<table>
<thead>
<tr>
<th>Event</th>
<th>Location</th>
<th>Delegates</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR Virtual Annual Conference</td>
<td>Online</td>
<td>305</td>
</tr>
<tr>
<td>State Aid in Sport and Covid-19</td>
<td>Online</td>
<td>220</td>
</tr>
<tr>
<td>Road to Tokyo 2021: How to manage athlete selection</td>
<td>Online</td>
<td>244</td>
</tr>
<tr>
<td>WISLAW Annual Conference: Pros and Cons of online dispute resolution</td>
<td>Online</td>
<td>90</td>
</tr>
<tr>
<td>Law in Sport Conference: How can you establish an effective independent National Sports Tribunal?</td>
<td>Online</td>
<td>100</td>
</tr>
<tr>
<td>NSP Training</td>
<td>Online</td>
<td>30</td>
</tr>
<tr>
<td>Bespoke Safeguarding Training x 2</td>
<td>Online</td>
<td>2</td>
</tr>
<tr>
<td>UCFB (University Campus of Football Business) Lecture</td>
<td>Online</td>
<td>50</td>
</tr>
<tr>
<td>Gloucester University Lecture</td>
<td>Online</td>
<td>40</td>
</tr>
</tbody>
</table>
**KEY NUMBERS**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Requests for dispute resolution guidance and help</td>
<td>279</td>
<td>331</td>
<td>302</td>
<td>303</td>
<td>227</td>
<td>179</td>
</tr>
<tr>
<td>Pro-Bono</td>
<td>54</td>
<td>69</td>
<td>45</td>
<td>51</td>
<td>50</td>
<td>20</td>
</tr>
<tr>
<td>NADP</td>
<td>10</td>
<td>33</td>
<td>18</td>
<td>28</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Referrals Outside the UK</td>
<td>25</td>
<td>63</td>
<td>35</td>
<td>36</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>NSP</td>
<td>10</td>
<td>11</td>
<td>13</td>
<td>15</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Others (sport arbitration, mediation, other enquiries)</td>
<td>180</td>
<td>155</td>
<td>191</td>
<td>173</td>
<td>150</td>
<td>130</td>
</tr>
<tr>
<td>Number of Case Referrals</td>
<td>149</td>
<td>184</td>
<td>156</td>
<td>108</td>
<td>85</td>
<td>92</td>
</tr>
<tr>
<td>Appointments</td>
<td>140</td>
<td>181</td>
<td>153</td>
<td>99</td>
<td>83</td>
<td>85</td>
</tr>
<tr>
<td>Investigations &amp; Reviews</td>
<td>9</td>
<td>3</td>
<td>3</td>
<td>9</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>Number of delegates attending Sport Resolutions events / events at which we present</td>
<td>1081</td>
<td>1022</td>
<td>876</td>
<td>540</td>
<td>301</td>
<td>306</td>
</tr>
</tbody>
</table>

**EQUALITY MONITORING PROFILE**

**EXECUTIVE TEAM**

- **Gender**
  - 40% Female
  - 60% Male

**BOARD**

- **Gender**
  - 60% Male
  - 40% Female

- **Age**
  - 50% 16 - 24
  - 20% 25 - 29
  - 10% 30 - 34
  - 10% 35 - 39
  - 10% 40 - 44
  - 10% 45 - 49
  - 10% 50 - 54
  - 10% 55 - 59
  - 10% 60 - 64
  - 10% 65 - 69
  - 10% 70+
  - Prefer not to say

- **Ethnicity**
  - 80% White
  - 10% Mixed
  - 10% Not applicable
### BOARD OF DIRECTORS

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Edwin Glasgow QC</td>
<td>Barrister at 39 Essex Chambers</td>
</tr>
<tr>
<td>John Palmer</td>
<td>Corporate Communications Consultant</td>
</tr>
<tr>
<td>Keith McGarry</td>
<td>Senior Partner at Conn &amp; Fenton Solicitors</td>
</tr>
<tr>
<td>Tracy Harrison</td>
<td>Chair of Marketing and Service Development Committee and Member of Panel Appointments and Review Committee</td>
</tr>
<tr>
<td>Alison Mitchell</td>
<td>Broadcast Journalist</td>
</tr>
<tr>
<td>Jacqui Traynor</td>
<td>Anti-Doping and Integrity Officer at British Rowing General Secretary and Director for UK Deaf Sport Member of Panel Appointments and Review Committee Board Safeguarding Champion</td>
</tr>
<tr>
<td>Johanna Sheppard</td>
<td>Director of Compliance at Barclays plc Member of Audit and Risk Committee and Panel Appointments and Review Committee</td>
</tr>
<tr>
<td>Martin Gibbs</td>
<td>Strategic Adviser on Sport, Governance and Human Rights Member of Marketing and Service Development Committee</td>
</tr>
<tr>
<td>Nigel Smith</td>
<td>Chief Finance Executive at Eleox Ltd. Chair of Audit and Risk Committee</td>
</tr>
<tr>
<td>Richard Hendicott</td>
<td>Retired District Judge</td>
</tr>
</tbody>
</table>

### SECRETARIAT

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Richard Harry</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>Catherine Pitre</td>
<td>Head of Case Management</td>
</tr>
<tr>
<td>Ross Macdonald</td>
<td>Business Manager</td>
</tr>
<tr>
<td>Duygu Yetkincan</td>
<td>Marketing Manager</td>
</tr>
<tr>
<td>Kylie Brackenridge</td>
<td>Senior Case Manager</td>
</tr>
<tr>
<td>Matthew Berry</td>
<td>Senior Case Manager</td>
</tr>
<tr>
<td>Roxana Welch</td>
<td>Senior Case Manager</td>
</tr>
<tr>
<td>Alisha Ellis</td>
<td>Case Manager</td>
</tr>
<tr>
<td>Anna Thomas</td>
<td>Case Manager</td>
</tr>
<tr>
<td>Joshua Ingham-Headland</td>
<td>Case Manager</td>
</tr>
</tbody>
</table>